

## Aggarwal, Pravin

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**From:** Aggarwal, Pravin  
**Sent:** Wednesday, October 24, 2001 9:52 AM  
**To:** Jones, Preston  
**Subject:** RE: Shuttle Privatization

Preston, I appreciate you taking me serious. I am excited and will like to identify my major concern as related to reusable propulsion elements and privatization in general.

My concern is in out years when we will have a need to replanish, eat into exiting margins, need for maintaining a robust ground test program to maintain emperical margin instead of green runs only.

I have a feeling out years criteria may be just fleet leader/2 instead of a robust basis today which gives us true reliability. Wear and tear, Loss of suppliers, process revalidation are all expansive routes and need for these will be in out years. It is my hope Team is/will keep this on their RADAR screen while deciding a Business model.

Pravin

-----Original Message-----

**From:** Jones, Preston  
**To:** Singer, Chris; Singer, Jody; Sackheim, Bob; McCool, Alex  
**Cc:** Aggarwal, Pravin  
**Sent:** 10/24/01 9:35 AM  
**Subject:** FW: Shuttle Privatization

Bob, Chris, Jody/Alex, I asked Pravin to take a minute and review the privatization document. Please see his comments below. If this were a technical problem we would do study after study -- Why not on this one? I think it is brilliant idea that could bring in some very innovative approaches that we have not considered. We can write the RFP such that we are not obligated to any particular recommended course.

PRESTON JONES  
TD60  
WK: 256-544-5716  
HM: 256-776-0537

> -----Original Message-----

> **From:** Aggarwal, Pravin  
> **Sent:** Wednesday, October 24, 2001 8:12 AM  
> **To:** Jones, Preston  
> **Subject:** RE: Shuttle Privatization

>  
> Preston, my buddy, you have done such a superb job in identifying the  
> weakness or activities required that I am having hard time to add  
> something new. So after some thought I am going to recommend another  
> parallel/alternate route to collect the "Business Model" ideas while  
> internal NASA teams duke it out among themselves.

>  
> In my mind we have a situation; "Administration wants us to privatize  
> the Shuttle program. However, we want to maintain a say in its use,  
> availability, cost, and safety. EXPORT CONTROL also probably."

>  
> So I nominate this idea:

>  
> Advertise in Commerce Daily (?) an RFP asking industry to provide ideas  
> for transferring and let them tell us the various possible "Business  
> Models" , terms and conditions on which they will take over this  
> venture and yet meet our stated primary objectives.

>Business model should include the penalty, replacements and upgrades  
>needs (National asset).  
>  
>I would think using this approach will result in multiple ideas and we  
>would not constraint the industry hand prior to shuffling of cards. In  
>addition it will provide more options.  
>  
>In my mind we should not place our vision of transferring and managing  
>of a project to private industry unless we want a Quasi-Govt. body.  
>  
>I appreciate you soliciting my comment related to this. Thanks  
>  
>Pravin Aggarwal  
>ED22  
>256-544-5345  
>  
>-----Original Message-----  
> From: Jones, Preston  
> Sent: Friday, October 19, 2001 3:27 PM  
> To: Aggarwal, Pravin  
> Subject: FW: Shuttle Privatization  
>  
>  
> << File: Shuttle Privatization Comments.doc >>  
> [Jones, Preston] My comments to SACKHIEM  
>  
>  
> What I have from Denny.  
>-----Original Message-----  
> From: Kross, Denny  
> Sent: Wednesday, October 10, 2001 6:57 AM  
> To: Singer, Chris; Pollard, Kathy; Roberts, Lisa  
> Subject: FW: Shuttle Privatization  
>  
>  
>  
> Chris, Kathy & Lisa,  
>  
> As noted in Art's note below, he is looking for  
>some serious comments regarding the "Shuttle Privatization" document. I  
>will review personally but I need your help. Since I am somewhat  
>limited to being a sorta technical "weenie", I need some of your  
>"common sense" thoughts on this document. The document and letter are  
>attached. Please let me know what youse three folks think by COB  
>Monday, 10/15/01.  
>  
> I appreciate your help.  
>  
> Thanx  
>  
> Denny  
>  
>  
> << File: Concept of SSP Privatization 092801.pdf >> << File:  
>MA-01-071 - Privatization of the Space Shuttle Program.doc >>  
>  
>-----Original Message-----  
> From: Stephenson, Art  
> Sent: Tuesday, October 09, 2001 8:31 PM  
> To: Alex McCool; Amanda Goodson; Ann Whitaker; Axel Roth;  
>Beth Partain; Bill Kilpatrick; Bob Sackheim; Charles Scales; David  
>Bates; Dennis Kross; DENNIS SMITH; Gail Ralls; James Bilbro; Jan Davis;  
>Jenny Campbell; Jim Kennedy; Roslin Hicks; Sheila Cloud; Stephen Beale;  
>Tereasa Washington; William Hicks  
> Cc: Stephenson, Art

> Subject: Shuttle Privatization  
>  
> Each of you should have received a copy of the 50 page "Shuttle  
>Privatization" document. If not contact Alex McCool and ask for a copy.  
>  
> As I mentioned in staff meeting this morning, I would like each  
>direct report staff member to read this document and provide me with:  
>  
> 1. Any concerns or questions you have regarding the approach(es)  
>outlined in the document.  
> 2. Any comments you wish to direct toward the architects of this  
>document  
> 3. Any suggestions you have for a better approach to some aspect  
>of the proposed approach(es).  
>  
> I will call a meeting next week and would ask each of you to  
>come to the meeting prepared to talk about your responses to the 3  
>items above.  
>  
> You are requested to provide your comments to Roslin Hicks by  
>next Tuesday COB. She will put the comments/questions into the document  
>in a way we can see them along with the section of the report that you  
>are addressing. She will also include your name with the comment so we  
>know who is asking or commenting. This document with included  
>comments/questions/suggestions will be the basis of our discussions in  
>the meeting I will call late in the week, next week.  
>  
> Feel free to ask your staff to support you in this, but I expect  
>each direct report to thoroughly read the document and represent your  
>orgs views yourself in the meeting.  
>  
> Thanks for doing this. It is very important that we give this  
>our best thinking.  
>  
> Ron Dittmore will be coming to the Center a week from today and  
>I would like to engage him in an active and productive dialog at that  
>time. Many of you will be invited to the meeting with Ron.  
>  
> Art